

Message Text

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ACTION SS-15

INFO OCT-01 NEA-10 ISO-00 MMO-01 A-01 PER-01 ABF-01
EB-08 COME-00 CA-01 OC-06 CCO-00 /045 W
-----120145 300742Z /23
R 300525Z APR 78
FM AMEMBASSY DOHA
TO SECSTATE WASHDC 3599

LIMITED OFFICIAL USE SECTION 1 OF 2 DOHA 574

FOR DEPUTY UNDER SECRETARY FOR MANAGEMENT

E. O. 11652: N/A
TAGS: OGEN
SUBJECT: FY 80 GOAL/OBJECTIVES AND RESOURCE MANAGEMENT
(GORM) PROCESS

REF: STATE 063477 AND PREVIOUS

PART I ZBB ANALYSIS

FORM ZBB-1:

1. TOTAL U.S. PERSONNEL - 9
2. TOTAL FSL - 7
3. TOTAL PERSONNEL RESOURCES OF MISSION - 16

PACKAGE III - ZERO REDUCTION

(ONLY SUBMISSION IS PACKAGE III)

FORM ZBB-2: PACKAGE WORKSHEET

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ZERO-BASE BUDGETING FY-1980

PERSONNEL RESOURCE WORKSHEET

FY 78 PACKAGE III

FUNCTION AMER. AMER. FSL AMER. AMER.

OFF. STAFF OFF. STAFF

EXEC	1	1	1	1	1	1
POL	0	0	0	0	0	0

LABOR

E/C	1	0	1	1	0	1
CONS	2	1	1	2	1	1
AMDIN	1	2	4	1	2	4
TOTAL	5	4	7	5	4	7

FORM ZBB-3

(1) DECISION UNIT: QATAR

(2) PACKAGE III (ONLY PACKAGE SUBMITTED)

(3) IN EMBASSY VIEW, ANY REDUCTION IN CURRENT AUTHORIZED LEVEL OF STAFFING WOULD PREVENT EMBASSY'S REACHING GOALS AND ACHIEVING OBJECTIVES AGREED UPON. THE EMBASSY IN DOHA IS ALREADY OPERATING WITH THE MINIMUM STAFF WITH WHICH WE CAN EXPECT TO CARRY OUT ACTIVITIES ESSENTIAL TO OPERATIONS IN QATAR. THE SIZE OF THE EMBASSY MANDATES CONSIDERABLE CROSSOVER AND INTERACTION BETWEEN SECTIONS LIMITED OFFICIAL USE

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WITH ALL PERSONNEL HAVING OPERATIONAL RESPONSIBILITIES IN SECTIONS OF THE EMBASSY OTHER THAN THE SECTIONS TO WHICH THEY ARE ASSIGNED.

THE EXECUTIVE SECTION, CONSISTING OF THE AMBASSADOR AND HIS SECRETARY, FORMULATES POLICY AND MANAGES THE DAILY OPERATION OF THE EMBASSY. THE AMBASSADOR CARRIES THE MAJOR RESPONSIBILITY FOR PROTOCOL AND REPRESENTATIONAL ACTIVITIES. IN ADDITION, THE AMBASSADOR IS THE EMBASSY'S MAJOR POLITICAL REPORTER AND ASSISTS IN TRADE PROMOTION ACTIVITIES OF THE ECONOMIC/COMMERCIAL SECTION. THE AMBASSADOR IS ALSO CALLED UPON TO INTERVENE IN CERTAIN SPECIAL CONSULAR SERVICES CASES WHERE HIGH LEVEL INTERVENTIONS ARE NECESSARY. THE AMBASSADOR'S SECRETARY ALSO SERVES AS THE SECRETARY FOR THE E/C AND ADMIN SECTIONS AND DOES ALL OF THE EMBASSY'S CLASSIFIED TYPING, PREPARES ALL DIPLOMATIC NOTES AND SERVES AS OFFICE MANAGER OF THE SECURITY CONTROLLED SECOND FLOOR OF THE EMBASSY. NEITHER OF THESE POSITIONS CAN BE ELIMINATED WITHOUT DAMAGING THE OPERATIONS OF THE EMBASSY. THE EXECUTIVE SECTION HAS ONE FSL, THE AMBASSADOR'S DRIVER.

THERE ARE NO AUTHORIZED POSITIONS FOR THE POL/LABOR SECTION. NONETHELESS, ALL STANDARD FUNCTIONS OF POL/LABOR SECTION ARE CARRIED OUT BY PERSONNEL OF OTHER SECTIONS. AS NOTED ABOVE, THE AMBASSADOR DOES THE MAJOR PART OF THE POLITICAL REPORTING OF THE EMBASSY. HE IS ASSISTED IN THIS BY (1) THE SENIOR CONSULAR OFFICER WHO IS RESPONSIBLE FOR CULTIVATING AND MAINTAINING POLITICAL CONTACTS IN THE MILITARY, SECURITY AND IMMIGRATION ESTABLISHMENTS (AMONG OTHERS), (2) THE JUNIOR CONSULAR OFFICER WHO MAINTAINS CONTACTS WITH THE COMMUNICATIONS MEDIA, AND (3) THE E/C OFFICER WHO, TOGETHER WITH THE E/C SECTION FSL, GATHERS INFORMATION AND MAINTAINS POLITICAL CONTACTS IN MINISTRIES CONCERNED WITH THE ECONOMY, TRADE, COMMUNICATIONS, PETROLEUM, ETC. (THE E/C OFFICER SERVES AS THE AMBASSADOR'S ADVISOR ON POLITICAL AFFAIRS IN COUNTRY AND ON THE POLITICAL LIMITED OFFICIAL USE

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HISTORY OF THE COUNTRY.)

THE E/C SECTION, CONSISTING OF ONE OFFICER AND ONE FSL, IS CHARGED WITH REPORTING ON ECONOMIC/COMMERCIAL AFFAIRS, TRADE PROMOTION, PETROLEUM REPORTING, ESTABLISHING AND MAINTAINING EFFECTIVE CONTACT WITH APPROPRIATE MINISTRIES AND AGENCIES AND NUMEROUS COLLATERAL DUTIES. THE E/C OFFICER HAS ADDITIONAL DUTIES IN POLITICAL AFFAIRS AS NOTED ABOVE AND ASSISTS THE NON-RESIDENT PAO IN PUBLIC AND CULTURAL AFFAIRS PROGRAMMING. THE E/C FSL HAS THE MAJOR RESPONSIBILITY FOR PROMOTING TRADE THROUGH CONTACTS WITH THE LOCAL BUSINESS COMMUNITY. HE MAINTAINS THE COMMERCIAL LIBRARY, PREPARES REPORTS REQUESTED AND REQUIRED BY U.S. DEPARTMENT OF STATE AND COMMERCE AND HAS, AS NOTED ABOVE, THE COLLATERAL RESPONSIBILITY OF GATHERING POLITICAL INFORMATION AND MAINTAINING CONTACTS IN THE PUBLIC AND PRIVATE SECTORS. THE E/C SECTION IS ASSISTED BY THE JUNIOR CONSULAR OFFICER WHO DOES PETROLEUM REPORTING AND ASSISTS IN COORDINATING MAJOR TRADE PROMOTIONS. THIS SECTION CAN NOT BE REDUCED WITHOUT ABANDONING EMBASSY TRADE AND ECONOMIC FUNCTIONS.

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THE CONSULAR SECTION HAS THREE AUTHORIZED U.S. POSITIONS: A SENIOR CONSULAR OFFICER, A JUNIOR CONSULAR OFFICER AND A CONSULAR CLERK. IN ADDITION, ONE FSL CONSULAR ASSISTANT IS AUTHORIZED. THE CONSULAR SECTION OFFERS THE STANDARD RANGE OF CONSULAR SERVICES TO THE AMERICAN AND LOCAL COMMUNITIES. OF PARTICULAR IMPORTANCE ARE THOSE SERVICES GROUPED UNDER THE GENERAL CATEGORY OF SPECIAL CONSULAR SERVICES. DUE TO VARIOUS CHARACTERISTICS OF QATARI IMMIGRATION AND VISA REGULATIONS, THE CONSULAR SECTION IS FACED WITH A CONTINUING (AND GROWING) CASELOAD OF ENTRY REFUSALS, EXPULSIONS AND POSSIBLE DEPORTATIONS WHICH CONSUME A MAJOR PORTION OF THE TIME OF THE CONSULAR SECTION. THE SENIOR CONSULAR OFFICER IS ALSO REQUIRED TO MAINTAIN POLITICAL CONTACTS IN APPROPRIATE MINISTRIES. THE JUNIOR CONSULAR OFFICER ASSISTS THE E/C AND POLITICAL SECTIONS AS NOTED ABOVE AND ALSO ASSISTS THE NON-RESIDENT PAO BY SERVING AS CONTACT WITH THE MEDIA AND IN PROGRAMMING CULTURAL AFFAIRS PRESENTATIONS. THE JUNIOR CONSULAR OFFICER ALSO PROVIDES STUDENT COUNSELING FOR THE APPROXIMATELY FIVE HUNDRED QATARI STUDENTS IN U.S. SCHOOLS AND UNIVERSITIES. THE CONSULAR FSL SERVES AS CONSULAR RECEPTIONIST, ASSISTS LOCAL AND AMERICAN CITIZENS IN FILLING OUT REQUIRED FORMS, DOES NON-CLASSIFIED TYPING AND FILING FOR THE CONSULAR SECTION. ANY REDUCTION IN THE CONSULAR SECTION WOULD SERIOUSLY IMPAIR THE EMBASSY'S ABILITY TO SERVE THE CONSULAR NEED OF THE AMERICAN AND LOCAL COMMUNITIES AND WOULD GREATLY DIMINISH THE EFFECTIVENESS OF THE LIMITED OFFICIAL USE

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EMBASSY'S POLITICAL AND E/C FUNCTIONS. THE CONSULAR SECTION IS CURRENTLY UNDERSTAFFED AND VACANT POSITIONS SHOULD BE FILLED IF CONSULAR OBJECTIVES ARE TO BE MET.

THE ADMINISTRATIVE SECTION IS COMPOSED OF ONE OFFICER (WITH TITLE OF ADMINISTRATIVE OFFICER), TWO AMERICAN STAFF (TELECOMM AND C&R OFFICER) AND FOUR FSL'S (RECEPTIONIST, ACCOUNTANT, GSO AND MAINTENANCE), IN ADDITION TO PROVIDING STANDARD ADMIN SERVICES THIS SECTION WILL BE CALLED UPON TO PROVIDE ADMINIST-RATIVE SUPPORT FOR A MAJOR BUILDING PROGRAM INCLUDING A NEW CHANCERY, A NEW RESIDENCE FOR THE AMBASSADOR AND HOUSING FOR ALL MEMBERS OF THE AMERICAN STAFF. OUR COMMUNICATIONS STAFF IS ALREADY AT MINIMUM STRENGTH AND ANY REDUCTION IN STAFF WOULD ELIMINATE (NOT JUST REDUCE) EMBASSY'S COMMUNICATIONS CAPABILITIES.

FSL POSITIONS IN THIS SECTION ARE NON-REDUNDANT AND SERVICES PERFORMED BY FSL'S ARE NOT AVAILABLE ON THE LOCAL ECONOMY.

(4) RESOURCE REQUIREMENTS:

CATEGOR	FY 78	FY 79	FY 80
US OFFICERS	5	5	5
US STAFF	4	4	4
FSL'S	7	7	7
TOTALS	16	16	16

(5) IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES:

EVEN IF CURRENT AUTHORIZED LEVELS ARE MAINTAINED AND CURRENTLY LIMITED OFFICIAL USE

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VACANT POSITIONS ARE PROMPTLY FILLED THE EMBASSY WILL BE HARD PRESSED TO MAINTAIN ITS CURRENT LEVEL OF EFFICIENCY. WE CAN EXPECT QATAR TO INCREASE ITS ECONOMIC IMPORTANCE AS ITS MAJOR NEW GAS DISCOVERY BEGINS TO BE EXPLOITED WHILE OTHER STATES IN THE GULF DECLINE DUE TO DECREASING CRUDE PRODUCTION. QATAR'S TRADE AND POLITICAL ACTIVITY WILL BOTH INCREASE WITH THE INCREASE IN WEALTH. AT THE SAME TIME, WE CAN EXPECT THAT GOQ WILL ACTIVELY SEEK GREATER CONTACT WITH OUR GOVERNMENT THROUGH THE U.S. EMBASSY IN DOHA AS A RESULT OF THE GRADUAL LOSS OF CONFIDENCE ON THE PART OF THE GOQ IN ITS TRADITIONAL MENTOR, THE U.K., AND AS A RESULT OF THE GROWING FAMILIARITY OF THE GOQ WITH THE CAPABILITIES OF THE U.S. ENGENDERED BY USG SUCCESSES IN QATAR AND NOURISHED BY THE ATTITUDES OF WATARI STUDENTS AND GRADUATES RETURNING FROM THE U.S. WE CAN FORESEE NO SCENARIO WHICH WOULD ALLOW FOR A REDUCTION IN THE STAFFING OF THE EMBASSY IN QATAR (EXCEPT, OF COURSE, THE OBVIOUS WAR SCENARIO IN WHICH CASE ALL BETS ARE OFF). ON THE CONTRAARY, WE WOULD EXPECT THAT IN FUTURE YEARS IT WILL BE NECESSARY TO INCREASE THE SIZE OF AMERICAN EMBASSY DOHA TO CARRY OUT EVEN THE MINIMUM ACTIVITIES OF AN EMBASSY IN QATAR.

NON-SALARY FUNDING: EMBASSY EXPECTS THAT FUNDS EXPENDED FOR OFFICE AND RESIDENTIAL SPACE WILL BE REDUCED OVER THE COMING YEARS THROUGH THE BUILDING PROGRAM IN WHICH A NEW CHANCERY, RESIDENCE AND STAFF HOUSING WILL BE CONSTRUCTED TO REPLACE PRESENTLY LEASED FACILITIES. OFFICE AND RESIDENTIAL SPACE IS EXTREMELY EXPENSIVE IN DOHA AND WILL CONTINUE TO BE SO. AFTER THE AMORTIZATION PERIOD FOR THE NEW BUILDINGS HAS BEEN COMPLETED,

SUBSTANTIAL SAVINGS WILL BE REALIZED. ALL OTHER NON-SALARY
SPENDING IS AT MINIMAL LEVELS.

PART II EVALUATION OF GOALS, OBJECTIVES AND RESOURCE MANAGEMENT
OF OTHER USG AGENCIES WITH PERSONNEL SUBJECT TO AMBASSADOR'S
SUPERVISION: THERE ARE NO OTHER USG AGENCIES IN QATAR.

KILLGORE

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